



Lumen Housing Annual Review 2023/24



A brighter choice for homes



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A word from the Chair



Claire Stone

In the last twelve months Lumen Housing has continued to deliver on its mission to turn poor quality properties into high quality homes in Blackpool.

This year I was delighted to appoint new Board members from a diverse range of professional backgrounds. The new members bring experience of social housing, knowledge of Blackpool and the challenges the town faces associated with housing, health and employment opportunities.

I would like to take this opportunity to thank the outgoing Board members for getting Lumen to this stage and overseeing the initial registration process effectively. From this solid foundation we have been able to address the challenges facing the social housing sector and the expectations set by the Regulator for Social Housing (RSH) by the new standards issued this year. The Executive Team has worked well with the Board to provide us with the right level of assurance that we are monitoring our performance against these standards.

Whilst strong governance, effective risk management and high performance remains a strong focus, our top priority is to improve the housing offer in Blackpool. We have now provided 63 high quality homes and have added 15 new homes this year. We are proud of the high standards we achieve in our new homes and seek to make them as efficient to run as possible for the benefit of our customers and the environment. Our investment in good external standards is having a positive impact on the wider community and we continue to support the people who live in our homes over and above a traditional landlord role.

Lumen is an integral part of the housing solution in Blackpool and an important route to providing good quality social housing that supports the overall vision for the town. I, and the Board, are proud to be part of the exciting opportunities ahead.

A word from the Chief Executive



Lee Burrell
Interim Chief
Executive

During the past year, Lumen Housing has continued to play a key role in supporting the supply of new affordable housing and particularly, offering an alternative to a dominant private rented sector tenure within the inner area. We have continued to modestly grow the portfolio through acquiring and refurbishment of existing poor quality properties. With the support of Homes England, we are on target to achieve our initial 5 year growth targets during the next financial year. Our homes are complemented by a full range of reliable and good value services, including a newly added tenancy sustainment service which is providing advice and support to tenants during challenging economic times, all helping to sustain viable tenancies and build stronger communities.

In addition to the provision of good quality homes, Lumen plays a key role in supporting the wider Blackpool regeneration ambitions and with the Town having recently secured Government housing regeneration funding, its future role is predicted to grow. The next period of growth

is exciting and will provide opportunity to add even more high quality refurbished homes with the potential to commission new build homes, as plans emerge and working alongside other regeneration delivery partners.

The team has embraced change within the Senior Management Team following the retirement of David Galvin as Chief Executive and Paul Whitehead, Director of Finance and Resources, leaving to take up a new role. I would like to take the opportunity to thank them both for what has been achieved so far, from initial conception to delivering on its mission to turn poor quality properties into high quality homes in Blackpool. I have recently stepped into the role of Chief Executive and Lisa Murphy embraced the role of Director of Finance and Resources. I am extremely proud of what Lumen is achieving and how it continues to meet challenges in a complex housing market. With the support of Board and a motivated locally based team, the organisation has a solid grounding to continue its contribution to Blackpool communities long into the future.

Board Responsibilities

Lumen Housing, a subsidiary association of Blackpool Housing Company, is a relatively new association established in Blackpool in 2020 and formed as a not for profit Community Benefit Society with exempt charitable status. The diverse Board currently consists of seven members with a variety of skills and attributes, made up of three parental appointees and four independently recruited Board members. In addition, the Nominations and Training Committee acts on behalf of the Board to deal with matters relating to the Recruitment, Renewal and Succession Strategy and the Audit Committee provides oversight of the audit process and the system of internal controls and compliance with law, regulations, policies and procedures.



Claire Stone- Chair

Claire is Chair of both the Board and the Nominations and Training Committee, having joined Lumen in May 2023 as an appointee of the parent company.

Claire has worked in social housing for over 30 years, starting as a housing assistant and progressing through to an executive director in a national housing association. She has led housing, estate and tenancy management teams as well as teams delivering development and repairs and maintenance, with responsibility for building and customer safety. Claire also ran public-private partnerships with the health sector in both acute and primary care, as well as leading a training and regeneration subsidiary company in Bradford. She is currently a Board member of a Leeds based housing association, chairing their Operations Committee, and finds being part of a community-based association very rewarding. Claire sees her role on the Lumen Board as an opportunity to bring her expertise and experience to help achieve the exciting plans for Blackpool. She also brings a passion for working with communities to provide the affordable, safe and secure homes people need to thrive and build healthy and happy lives.



Karl Tupling – Vice Chair

Karl joined the Board as Vice Chair in May 2023 as a parental appointee and sits on Lumen's Nominations and Training Committee.

Karl has enjoyed over 40 years in housing and regeneration. A fellow of the Chartered Institute of Housing, Karl has held senior roles in local government, becoming Director of Housing in Sheffield in 2005. From 2010 as Executive Director with the Homes and Communities Agency, Karl led regional teams to deliver projects and programmes across the north and midlands. He retired from Homes England in April 2023 as Director of Market Places and Partners when he led a national team to develop investment opportunities in challenging markets across the country and with a particular responsibility for

levelling up places. With experience and a passion for delivering complex projects and programmes, Karl is also a Non-Executive Director with Onward Homes and will continue his active involvement with Homes England in delivering large urban regeneration projects through leadership and programme delivery roles.



Councillor Jim Hobson

Councillor Hobson sits on the Lumen Board as an appointee of the parent company and is a member of the Nominations and Training Committee.

Councillor Hobson is the ward Councillor for the Bloomfield area, which covers much of Central Drive, Lytham Road and the surrounding areas. He is currently the Cabinet Member for Children's Services having previously served as Cabinet Member for Climate Change and the Environment. Councillor Hobson has been a Civil Servant for the last twenty years and prior to this he worked as a Surveyor and sales person for an environmental services company. Councillor Hobson has a vision for Blackpool as a modern, forward looking town with a bustling tourism industry, where both visitors and locals feel valued and safe. He is delighted to be a member of the Lumen Housing Board to help shape part of this ambitious plan aiming to make good quality housing available for local residents.



Neil Herring

Neil joined the Board in December 2023 and chairs Lumen's Audit Committee, also sitting on Blackpool Housing Company's Audit Committee as a co-opted member.

Neil's career has been within Accountancy, Audit and Compliance for over 30 years, starting as a junior in an accountancy practice through to a senior manager in an international wealth management company, where he now leads a team responsible for company internal risk monitoring and compliance of high-risk regulations set by the Financial Conduct Authority. He has many years of experience in running teams in the auditing of large companies throughout the UK, specifically specialising in the areas of Finance, Tax, Compliance and Risk. Neil is also a Board Member of Blackpool Coastal Housing, sitting on its Audit Committee, and sees his role on the Lumen Board as a good opportunity to share his knowledge and experience further in helping the association going forward and achieving its future plans.



Samantha Haslam

Sam joined the Board in December 2023 and sits on Lumen's Audit Committee.

Sam started working in housing in February 2006 as a Housing Assistant at New Prospect Housing and currently works at Onward as an External Affairs Business Partner with the responsibility for political engagement and horizon scanning. She is a Domestic Abuse Champion and sits on the Safeguarding Board at Onward. In addition, Sam is Deputy Chair at the Lancashire based charity Key Unlocking Futures where she provides strategic direction to the senior leadership team and has supported the charity's growth since 2020. Sam is passionate about customer engagement and housing management and brings lived experience as a social housing tenant and leaseholder to the role. She is committed to professional development and has recently completed a Diploma in Social Housing with the Chartered Institute of Housing and a CIPR in Stakeholder Engagement. Sam's skills include project management, research and development, housing policy, customer engagement and political engagement.



Ahmed Makda

Ahmed joined the Lumen Board in December 2023 and sits on the association's Audit Committee.

Ahmed has worked in the IT/Digital sector for 20 years and alongside this does a great deal of work speaking out and informing about racism. His leadership work in this area had him shortlisted for a national award in the diversity category. Ahmed volunteers in his community for a London based NGO and is a national STEM Ambassador where he has volunteered in the Greater Manchester, Lancashire, Yorkshire and Fylde regions, sat on a committee as a volunteer for a UK registered charity for several years and has volunteered to feed the homeless. He passionately believes in customer value and safe standards of housing for all and wants to make a positive contributory difference to the regeneration of Blackpool and the customers of Lumen Housing.



Andrea Willimott

Andrea was appointed to the Lumen Board in December 2023.

Andrea is an experienced Healthcare leader and Registered Nurse with 40 years' experience working in and across healthcare services throughout the UK, comprising of clinical roles, senior leadership roles and Board Director experience. Alongside this Andrea has undertaken Consultancy and advisory roles and is an experienced, EMCC UK registered coach. Having worked in three Integrated Health and Care (ICS) organisations in the UK, she understands the importance of safe, quality housing to the overall health of the population and is delighted to be a member of the Lumen Board.



Risk Management

Lumen has an established risk management framework which is aligned to our business activities and supports the achievement of our corporate objectives and financial business plan. The Board, Audit Committee and Senior Management Team has maintained a programme of risk review throughout the year and continue to improve the risk management framework and risk reporting.

Our risk management framework is in place to identify, evaluate and manage the significant risks faced by the Association,

arising from our corporate priorities, the wider sector risk profile and the economic operating environment. Risk management is proactively embraced across all areas of the business, understanding the continued contribution to a risk aware culture.

The Board has approved a risk appetite matrix which identifies development and diversification as the most risk hungry areas with Health and Safety, Financial and Regulatory compliance as its most risk averse. Risk appetite indicators are being implemented to give assurance to the

Board that risks are effectively managed.

Our risks are reviewed regularly by Board including changes to risk profile and controls in place to mitigate risk.

Risk appetite and risk based stress testing is an integral part of our financial planning process to understand how change impacts on financial viability, this is considered alongside identified mitigations. The most significant risks currently facing the organisation are shown in the table below.

Risk Type	Relevant Strategic goal	Risk	Key Controls
Strategy	Achievement of business goals	Undelivered business plan and poor quality of service delivered	<ul style="list-style-type: none"> • Business plan stress tested and approved on an annual basis. • Carbon strategy adopted • Customer focused services • Maintain and challenge the performance focus of the business. • Regular review and annual strategy days with Board to review business focus
Governance	To meet regulatory requirements on Governance and Viability	Regulatory action taken which will impact on the operation of the business	<ul style="list-style-type: none"> • Business Plan model regularly updated to deliver rolling forecasts. • NHF Code of Governance adopted. • Monitoring and compliance systems adopted. • Regulator's annual SDR completed. • Internal audit regime. • Peer support / challenge
Legal	To comply with health and safety legislation and expectations particularly around building safety and the safety of residents	Death or injury to a tenant, contractor or employee and subsequent civil or criminal action	<ul style="list-style-type: none"> • Health and safety policy and full suite of compliance procedures. • On site project monitoring by qualified staff. • Third party validation • Annual training plan • Regular Quality Assurance testing • Regular review and updates to office and site risk assessments.
Property	Delivering the planned programme	Lack of appropriate housing stock to meet demand and inability to provide cost effective housing to tenants	<ul style="list-style-type: none"> • Development strategy in place. • Programme planned in advance. • Relationships built with stakeholders, delivery partners, vendors and contractors. • Programme and costs regularly challenged • Design configuration of projects maximised to improve ROI • Secure Home England Grant to Support programme
Financial	Failure to achieve Value for Money	Costly and inefficient service provision	<ul style="list-style-type: none"> • Use of procurement frameworks to acquire goods and services • Work with partners to deliver value and innovation – such as alternative forms of heating • Robust financial reporting and cost trend analysis • VFM Strategy adopted
Financial	Funding availability from 2026	Inability to develop beyond 2026 without additional funding	<ul style="list-style-type: none"> • Regular meetings with Council to update on financial requirements.
Commercial	To secure property acquisitions for growth	Development slows / ceases	<ul style="list-style-type: none"> • Constant market scanning and established relationships with local market.
Commercial	To set Affordable rents in line with market levels	Unrealised income opportunity	<ul style="list-style-type: none"> • Rents reviewed on re-let • Regulatory rent setting policy applied • Annual review of rent levels by Board
People	To employ an adequately resourced and skilled workforce	Inability to attract, retain and develop staff to meet current and future business needs	<ul style="list-style-type: none"> • HR policies and procedures • Appraisal process • Regular staff engagement
Technology	Prevention of Critical System failure	System failure affecting ability of business to operate effectively	<ul style="list-style-type: none"> • Regular checks carried out by staff to ensure system is meeting basic requirements
Information	Data integrity and technology risk	Data protection breach resulting in a fine / civil action	<ul style="list-style-type: none"> • Service contract in place for data protection services • DP Audit carried out and actions identified • Full suite of IT policies and procedures adopted • Training on IT fraud

Our Services

We're about so much more than just providing high quality homes – we deliver services and provide support to help our customers to live, grow and thrive. We are committed to providing first class services and improving our customer service offer to ensure we are meeting and exceeding customers' expectations.



We have developed the Lumen website and added a vast range of advice, information and local resources to support Lumen Customers. From food banks to school uniforms, benefits to bills, fire safety in the home and links to Lancashire fire a rescue service. We can give a helping hand to anyone who may need help.

Complaint Handling

As part of our ongoing commitment to transparency, accountability and service excellence, we have reviewed the way complaints are handled in line with the Housing Ombudsman new Code of Conduct which was introduced in April 2024.

As a result of this review we have introduced a number of service improvements that are aimed at improving accessibility and performance:

- Produced a customer complaint guide and added this to the Lumen website
- Reviewed and updated the complaints section of the Lumen website
- Added 'how to make complaints' to the home user guide which is issued to tenants on sign up of their new Lumen property

We have provided training to staff which focuses on the Housing Ombudsman new complaint handling code and recognising the difference between a service request and a complaint.

We have reviewed contractor reporting of complaints and introduced monthly complaints reporting and customer feedback forms on completion of a repair.

We will evaluate each complaint to review why things went wrong and how we can prevent this from happening again. We have also introduced a method of capturing 'expressions of dissatisfaction' to enable us to analyse service failures and make improvements.



Community Engagement

Working together with the parent (BHC), contractors and other local authority services during the year we arranged community clean up days in areas where both companies have significant stock.

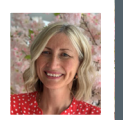
Unlike other social housing providers our stock is spread across the inner areas of Blackpool so by working together we are able to have an impact on areas of Blackpool that have a mixture of tenure ie: privately owned, social housing and private rented accommodation.

The Community engagement days produce many benefits:

- Fostering a sense of pride and community spirit
- Cleaner, safer and more visually appealing neighbourhood
- Building stronger relationships with our tenants
- Strengthening community bonds and social connections
- Taking a proactive approach encourages customers to report maintenance issues promptly



Helen Binks
Head of Customer and Business Services



Providing safe, secure and efficient homes for our customers

Our priority focus continues to be keeping buildings safe and well maintained for our customers and we carry out stringent compliance regimes to meet the regulatory and industry standards. The homes that we deliver are high quality and provide a safe, warm and well maintained home that meets decent homes standard.

The Regulator of Social Housing has created a new system for assessing how well social housing landlords are doing at providing good quality homes and services by introducing a new set of measures that we must report on and our customers will be able to use the following measures to understand how well we are performing.

Building Safety

TSM Ref:	Description	2023/24 Results
BS01	Proportion of homes for which all required gas safety checks have been carried out.	100%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	100%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	N/A
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	N/A

Anti-social behaviour

TSM Ref:	Description	2023/24 Results
NM01 (1)	Number of anti-social behaviour cases, opened per 1,000 homes.	0
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes.	0

Decent Homes Standard and Repairs

TSM Ref:	Description	2023/24 Results
RP01	Proportion of homes that do not meet the Decent Homes Standard.	0
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	92.19%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	86.05%

Complaints

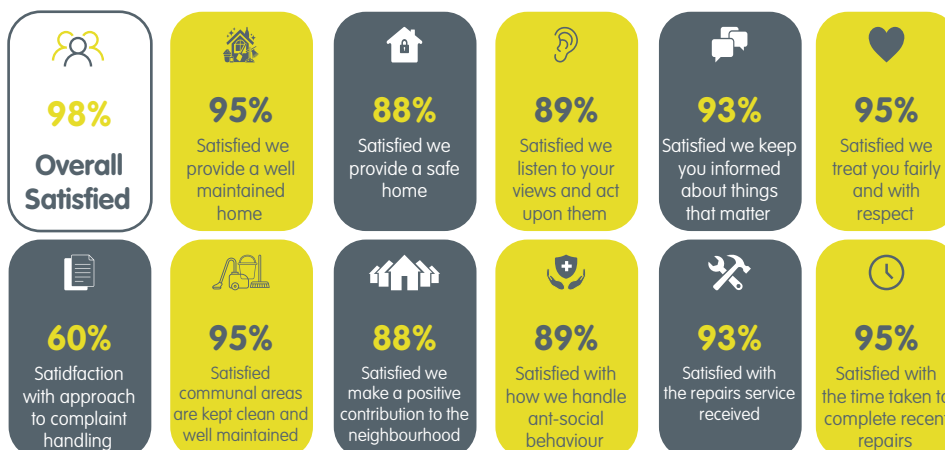
TSM Ref:	Description	2023/24 Results
CH01 (1)	Number of stage one complaints received per 1,000 homes.	0
CH01 (2)	Number of stage two complaints received per 1,000 homes.	0
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	N/A
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	N/A



Tenant Satisfaction Measures

Over the past 12 months, the information from the TSMs has been helping us get valuable feedback from customers across key areas of our business – including overall satisfaction with the landlord, repairs, ASB, complaints and communication and more.

Results from the 23/24 TSM survey:



Summary of Approach

To collect the tenant perception measures, from April 2023 to March 2024 we have conducted 35 telephone surveys, 3 customers responded by post and 6 were completed electronically giving a total response rate of 83%. These were conducted following the requirements and guidance set by the Regulator and we have taken a consensus approach.

Next Steps

The full year TSM results have been presented to the Board and published on our website.

We will continue to collect the TSM's, review the results, implement service improvements and publish our results annually.

Development Focus

Lumen Housing developments often bring unloved or disused houses back into occupation. Over the last year, 15 homes have been created from otherwise empty properties. Whilst small, our portfolio has increased to 63 homes to let, comprising 52 houses and 11 apartments. We also have an active development programme which will add more homes in the next year.

The viability challenges associated with refurbishment and development have been continuous for the last three years. In the same way that inflation affects our everyday lives, the cost of materials and labour have similarly continued to increase. Whilst there has been some levelling-off of property prices, they remain substantially higher than three years ago. However, it remains incredibly important that the Lumen Team continue to source new opportunities to add to its stock as we are working in some of the most deprived communities where the demand for decent homes is incredibly high.

It is also important that we strive to provide the highest quality homes and give proper consideration as to how best to heat and power them. Energy efficiency and decent homes improvements are critical, as is

making every pound we invest go as far as possible, not only in the fabric of our homes but in the supply chain and in creating opportunity for local people to gain the skills necessary to build a career in construction.



Lee Burrell Interim Chief Executive

We meticulously outline our requirements to ensure that we achieve the highest standards of quality in all our refurbishment projects – the task is both challenging and rewarding given our primary market currently centres on the refurbishment of older terraced properties.

We work primarily with local contractors who utilise local labour and supply chains, thereby building local capacity and capability which supports the local economy.

Our fabric first approach to refurbishment along with ensuring the use of energy-efficient condensing gas boilers as the primary source of heat and hot water. To meet the future challenges of carbon reduction and any new regulations our approach will continue to evolve while maintaining the central focus of safe comfortable homes for our tenants.

Paul Thomson
Head of Construction and
Property Services



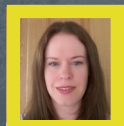
As we approach 2030, Lumen Housing places even greater emphasis on reducing carbon emissions associated with both refurbishment and the operation of our homes. Our mission is to develop sustainable homes that meet legislative requirements and meet the needs of Blackpool residents.

Key Objectives:

Carbon Reduction and energy efficiency: We are committed to reducing our carbon footprint over time through investment in our housing portfolio and across our business operations. We take a 'fabric first' approach to all our refurbishment projects, continue to look at options to incorporate renewable technologies and support our tenants to reduce energy usage in their home.

Affordable Heating and Power: Recognising the high cost of energy our goal is to make comfortable living accessible to all.

Sarah Speakman
Head of Strategic Development





Spotlight on our Developments

Lumen has a development focus that supports wider regeneration outcomes and dilution of existing poor quality private rented sector (PRS) stock. Our objective is to offer high-quality, affordable housing as a better option for local residents. Our conversion projects are bespoke, bringing new purpose to existing redundant or poor quality buildings, turning them into high standard, fit for purpose homes for the 21st Century.



Property 1 – 3 bed mid terraced house situated within the heart of Blackpool. This property had been neglected prior to acquisition, it was in poor condition and in need of major refurbishment.

Initial works were undertaken to remove the outbuilding with an aging asbestos roofing which was removed in a controlled environment. The property benefited from a full electrical rewire, new windows and doors were installed and a new kitchen and bathroom. The property was fully decorated throughout to bring it back into occupation.

Previously the property had a poor EPC rating therefore careful consideration was undertaken through the development stage with the aim to improve energy efficiency of the property. This was achieved through the installation of a new heating system, extensive works were carried out to the floors and walls by installing new insulation and the lighting was upgraded. With these measures implemented the energy performance of this property was improved to a 'C' rating.

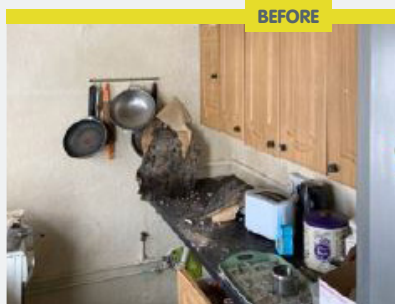
The refurbishment was completed in January 2024 and has provided another good quality, affordable, family home that meets decent homes standard and local housing demand.



BEFORE



AFTER



BEFORE



AFTER



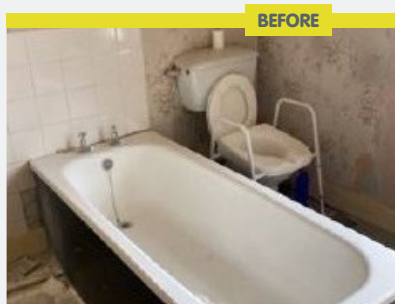
Property 2 – 3 bed traditional mid terraced house, situated in central Blackpool. This property was in need of major refurbishment to bring it up to Decent Homes Standard and back into occupation.

Prior to acquisition we identified that the property was suffering from damp to all ground floor walls and a full damp course would be required to eradicate the issue. The kitchen and bathroom were in desperate need of replacement and the EPC rating prior to works being undertaken was a "G".

Works were undertaken to improve the energy efficiency of the property, this was achieved by installing internal wall and loft insulation, new windows and external doors and a new central heating system was installed with adequate efficiency controls. On completion of the energy efficiency upgrade works the EPC rating was improved to a 'C'.

Internally a new kitchen and bathroom was installed, the property was decorated throughout and new floor coverings were fitted. External works were undertaken to the roof and the rear yard was modernised.

The refurbishment was completed in spring 2024 and has provided another good quality, affordable, family home that meets Decent Homes Standard and local housing need.



BEFORE



AFTER



BEFORE



AFTER

LUMEN HOUSING LIMITED
INCOME STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	£
TURNOVER		311,025
Cost of sales		<u>128,337</u>
GROSS PROFIT		182,688
Administrative expenses		<u>172,082</u>
		<u>(10,606)</u>
Other operating income		<u>3,441</u>
OPERATING LOSS	4	(14,047)
Interest payable and similar expenses		<u>134,652</u>
LOSS BEFORE TAXATION		(120,605)
TAX ON LOSS		-
LOSS FOR FINANCIAL PERIOD		(120,605)

LUMEN HOUSING LIMITED
(Registered Number: RS008279)
BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	£	£
FIXED ASSETS			
Tangible assets	9		5,184,817
CURRENT ASSETS			
Debtors	10	17,052	
Cash at bank		<u>108,447</u>	
		125,499	
CREDITORS			
Amounts falling due within one year	11	<u>456,977</u>	
NET CURRENT LIABILITIES			(331,478)
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>(4,853,339)</u>
CREDITORS			
Amounts falling due within one year	12	<u>5,200,000</u>	
NET LIABILITIES			(346,661)
RESERVES			
Retained earnings			(346,661)
			<u>(346,661)</u>

VALUE FOR MONEY

Lumen Housing has a strategic priority that supports local regeneration aims and as part of this purpose we are delivering increased social value to the wider Blackpool area through the development programme.

The Value for Money metrics required by the regulator are included in the financial statements. Given the scale of the business and its relative infancy some of the results are outside traditional parameters. A suite of performance indicators are presented to the Board on a regular basis.

The Association is a member of the Acuity benchmarking group with other small providers as a method of comparing its relative performance with peers. Unlike the peer group who have established portfolios, Lumen started with a nil stock balance when the business was launched in 2021/22.

Assessment of compliance with the Governance and Financial Viability Standard

The Board has reviewed the Governance and Financial Viability Standards published by the Homes and Communities Agency. We confirm that we comply with the standard.

Code of governance

The Board has reviewed the National Housing Federation Code of Governance 2020 for registered providers and considers that it has no areas of non-compliance.

The Board Responsibilities

The financial statements have been prepared and approved by the Board in compliance with the Co-operative and Community Benefits Societies Act 2014 and have been audited by the independent auditors, Xeinadin auditing. The financial statements give a true and fair view of the state of affairs for Lumen Housing.

Directors Remuneration

Lumen Housing does not employ any staff. Management services including the Senior Management Team are provided by the parent Company, BHC.

Value for Money Statement for the year ended 31st March 2024

In line with the regulator of Social Housing and the Financial Regulations and Standard Orders, Lumen Housing seeks to achieve Value for Money on all expenditure. In line with the national directives, we have calculated the following metrics and demonstrate how we compare with our peer group median:

Metric No.	Registered Social Housing Value for Money Metrics	Lumen Actual (2024)	Peer Group Median (2023)	2024 Metrics Review
1	Reinvestment %	27.66%	6.79%	As a new business Lumen Housing continue to invest in new stock in line with the business plan.
2	New supply delivered %	23.19%	0.23%	As a new business Lumen Housing continue to invest in new stock in line with the business plan.
3	Gearing	75.43%	15.65%	Lumen Housing has financial support of the parent company to continue to invest in acquiring new stock.
4	EBITDA (as a percentage of Interest Cover)	-53.62%	141.33%	As we continue to invest in new stock earnings before tax is in line with the business plan assumptions.
5	Headline social housing cost per unit	£1,860	£4,703	The cost per unit is low when benchmarked against other housing providers of similar size. This is due to the stock being recently refurbished.
6	Operating Margin	-£38.78%	£13.78%	Operating margin is in line with approved forecasts in the business plan reflecting early years investment needed to establish the rental portfolio.
7	Return on capital employed (ROCE) %	32.05%	3.53%	Return on capital employed is in line with the business plan.



A word from the Director of Finance and Resources

Despite the challenging economic factors faced by the sector, particularly around increased labour and material costs, a deficit of £121k was reported for the year, broadly in line with the annual budget and business plan forecasts.

Rental turnover increased by 59% to £311k, substantially due to portfolio growth. The effective management of voids through cross departmental collaborative working was reflected in reduced rental income during void periods, which continues to outperform targets. In addition, the new tenancy sustainment service has enabled us to support our most vulnerable tenants and also minimise rent arrears.

Although the local property market remained challenging with increased capital and revenue costs, investment yield targets were maintained, preserving the long term viability of the thirty year business plan. We invested a further circa £2m in acquiring and developing additional properties, in addition to grant funding of almost £0.5m. Property numbers continue to increase, contributing to the projected long term surpluses within the plan to fund continued investment.

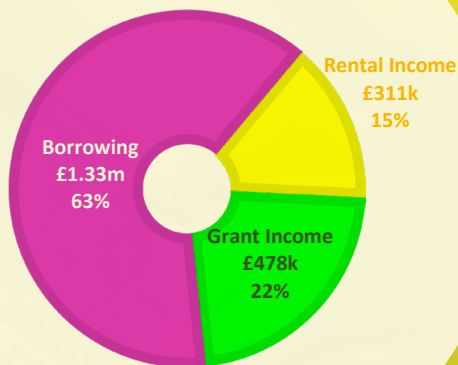
We are forecast to achieve our initial growth targets within the next year and are working with our parent company to agree future ambitions, with the assurance of continued financial support to achieve long term viability.



Lisa Murphy
Director of Finance and Resources

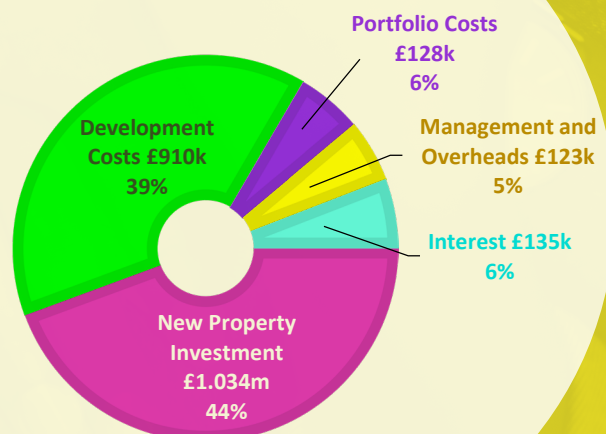
Income

2023 - 24 INCOME



Expenditure

2023- 24 EXPENDITURE





Lumen Housing Limited
348-350 Lytham Road
Blackpool, FY4 1DW

e enquiries@lumenhousing.co.uk
w www.lumenhousing.co.uk
t 01253 477222

Lumen Housing Limited
is registered in England and Wales.
Regulator of Social Housing Reg. no. 5106

Registered Address:
Lumen Housing Ltd
Number One Bickerstaffe Square
Talbot Road, Blackpool, FY1 3AH
Society FCA Registration no. 8279

To request a copy of the 23/24 Lumen Annual Review in an alternative format please contact a member of the team on 01253 477222.